



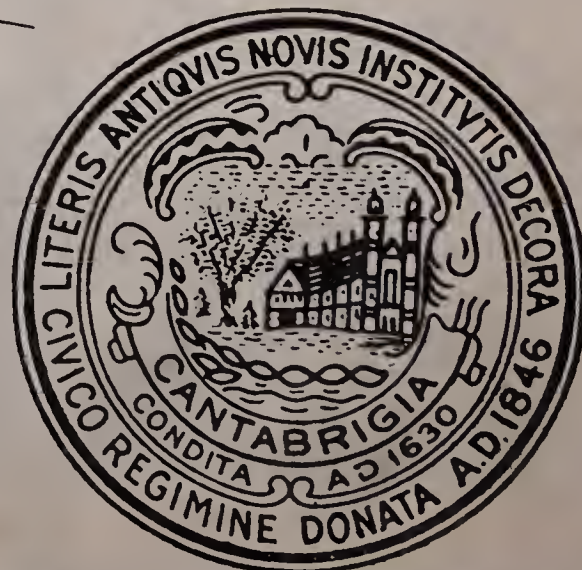
City of
Cambridge
Massachusetts
1971 Annual Report

Alfred E. Vellucci

Alfred E. Vellucci
Mayor

John H. Corcoran

John H. Corcoran
City Manager



The City Government

The 1970 - 1971 Council



Alfred E. Vellucci, Mayor



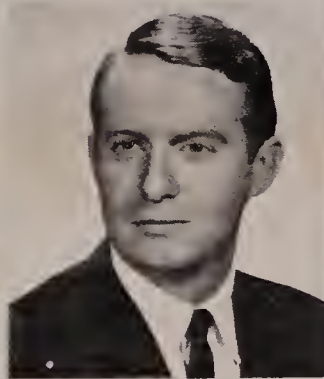
Thomas W. Danehy,
Vice Mayor



Mrs. Barbara Ackermann



Edward A. Crane



Daniel J. Clinton



Thomas Coates



Thomas H.D. Mahoney



Robert Moncreiff



Walter J. Sullivan



EXECUTIVE DEPARTMENT



John H. Corcoran
City Manager

To the Honorable City Council and All Citizens of Cambridge:

As you read this Annual Report to the City of Cambridge you will undoubtedly find difficulty remembering and relating 1971 events months after they happened.

However 1971, in my opinion, was the beginning of the long journey to reinforce fiscal responsibility, stability, and security in our system of government. For too long we, like communities throughout the country, lived in the hope that Federal and State revenue sharing would become available in sufficient amounts to ease the unusually heavy burden on property owners resulting from unprecedented demands for more and more community services. Instead of receiving revenue from the State, as predicted, to help meet our growing needs, Cambridge had to pay to the Commonwealth of Massachusetts in 1971 close to \$4 million, about \$12 of the tax rate to help meet the operating deficits of the State.

In January 1971 I began my first full year as City Manager after a period of political and social upheaval in our City. Cambridge has suffered from all of the ills of all urban America — rising costs, a shrinking tax base, and more demands on the service capabilities of local government. I began this year with the firm resolve to overcome the results of this trend if possible, and to tighten the City budget, to use our limited tax dollars in a more responsive manner, and to guide this City, in so far as it was possible for me to do so, in a fair and equitable manner.

But Cambridge had a problem unlike most other urban communities. Headline seeking, militant disturbers of the peace deliberately selected Cambridge for their activities realizing full well the newsworthy value of their rampages close either to the internationally-famed Harvard and/or M.I.T. They learned that such disturbances in the suburbs or even downtown Boston hardly rated any news attention beyond this immediate area.

But our City government, and particularly the Police Department proved equal to their challenge so that today we have organized a police chain of command capable of meeting this new element of social disturbances.

I believe that the investment we have made in time and taxpayers dollars in this new cooperative police effort provides the required additional security to meet the threat from those who would select this newsworthy City as their base of operations.

Unfortunately for Cambridge taxpayers one such costly and disturbing meeting was held at Harvard. We are still seeking reimbursement for the money we had to spend to quell that disturbance.

One of my major areas of financial concern has been the application for and the administration of Federal Financial Assistance. Since 1966 the City of Cambridge received some \$15.9 million in Federal funds exclusive of the approximately \$26 million received for the Redevelopment Authority. In order to obtain such funds the City had to advance some of its own tax dollars in many programs.

To obtain maximum benefits from these Federal and local funds I devoted more attention in 1971 to the proper management of and their

Councillors - Elect



Francis H. Duehay



Sandra Graham



Henry F. Owens

City Managers Statement Continued

allocations for various programs. In 1971 we started quickly to correct a confused situation and we made significant headway especially in the Model Cities Program which had been threatened by the U.S. with a stoppage of funds, a potential loss of \$4.5 million to the City.

We have reoriented our Community Renewal Plan funded by the U.S. to devote more time to the basic functions and needs of an urban community: Human Services, Employment, Economic Development, Housing, Transportation and Financial and Management Systems; a program funded for \$1,115,000 which provided a meaningful opportunity to improve the quality of life in our community.

In 1971 the City received its *first* grant award from the U.S. Department of Labor — \$75,000 for a six-month temporary employment program, a small but significant step. This initial effort later developed into our first Recreational Support Program of \$37,750 to provide summer recreation opportunity for 8–13 year olds, a grant of over \$800,000 for public employment under the Emergency Employment Act, and a grant for \$180,000 for a Public Service Careers Program.

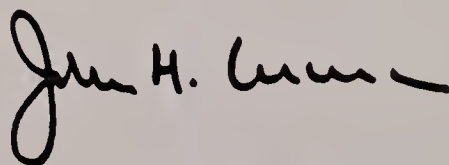
We joined with our suburban communities in the fiscal rebellion over the exorbitant deficit of the MBTA which costs Cambridge taxpayers more than \$10 on their tax rate. This action, I believe, will eventually lead to more effective management of public transportation and a decrease in the tax burden on Cambridge.

In 1971 this Administration worked in every way to restore stability to life in Cambridge and set the building blocks to responsible municipal government.

As I write this review of 1971 we can begin to realize dividends from our new approach to fiscal and political responsibility. We have witnessed increased regional cooperation in criminal justice, manpower, economic development, transportation and planning. There is now improved coordination of programming among the Housing Authority, Redevelopment Authority, Model Cities Administration and Department of Planning and Development. We have tighter control over budgets of departmental programs and have developed a more centralized purchasing and personnel system. We are making more effort to receive more money in lieu of taxes from Harvard and M.I.T. Our efforts for increased departmental coordination and less duplication are designed to break the back of spiralling taxes.

I pledge in 1972 to continue these policies, to continue the systematic reorganization and revitalization of City government and to increase the confidence of all our citizens in the City of Cambridge.

Very truly yours,

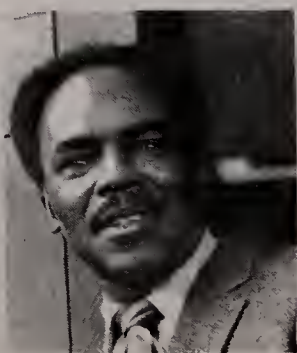


John H. Corcoran
City Manager

School Committee Members - Elect



Peter Gesell



Charles M. Pierce

The School Committee

Mayor Alfred E. Vellucci
ex-officio member is
chairman of the
committee



James F. Fitzgerald
Vice Chairman



Mrs. Lorraine Butler



Francis H. Duehay



Donald A. Fantini



Joseph E. Maynard



David A. Wylie

Financial Recapitulation

This financial recapitulation is the work sheet used by the Board of Assessors in establishing the 1971 tax rate. Detail itemization of these figures is available at the Assessors' Office, City Hall.

A.	APPROPRIATIONS		\$48,846,414.91
	Deficits due to abatements in excess of overlay of prior years:		430,983.61
	Offsets to Cherry Sheet Est. Receipts:		
	Elderly Lunch Program	2,610.16	
	School Lunch Program	128,647.65	
	Free Public Libraries	26,929.00	
	Youth Service Board	85,733.00	243,919.81
	Overdrafts	193,497.19	
	Revenue Deficit	192,010.82	385,508.01
B.	COUNTY TAX AND ASSESSMENTS		
	County Tax	\$2,355,539.28	
	County Hospital	115,829.78	2,471,369.06
C.	STATE TAX AND ASSESSMENTS:		
	Audit of Municipal Accounts	1,286.23	
	State Exam of Retirement System	9,510.34	
	Metropolitan Districts Area	1,659,376.27	
	Mass. Bay Transportation Authority	3,281,500.00	
	Elderly Retiree Program	17,667.20	
	Motor Vehicle Excise Tax Bills	5,986.80	4,975,326.84
D.	OVERLAY OF CURRENT YEAR		720,802.60
E.	GROSS AMOUNT TO BE RAISED		\$58,074,324.84
F.	ESTIMATED RECEIPTS AND AVAILABLE FUNDS		
	1971 Estimated Receipts on Cherry Sheet	\$3,688,306.89	
	Motor Vehicle and Trailer Excise	1,519,087.53	
	Licenses	366,340.77	
	Fines	372,141.93	
	City Hospital	6,200,000.00	
	General Government	97,764.22	
	Protection of Persons and Property	42,280.54	
	Health and Sanitation	1,217.29	
	Highways	74,273.50	
	Charities, Old Age Assistance	136,512.55	
	School	23,440.45	
	Libraries	12,615.65	
	Recreation	71,672.88	
	Water Dept.	2,169,772.11	
	Cemeteries (other than Trust Funds & Sale of Lots)	43,309.00	
	Interest: On Taxes and Assessments	308,462.10	
	In Lieu of Taxes	392,989.16	
	Privileges — Parking Lots	56,332.00	
	221A Corp. Excise Receipts	108,342.19	
	Overestimates (Cherry Sheet)	94,661.32	
	Available Funds Water Dept.	42,880.80	
	TOTAL ESTIMATE RECEIPTS AND AVAILABLE FUNDS		\$15,822,902.88
G.	NET AMOUNT TO BE RAISED BY TAXATION		\$42,251,421.96
H.	Total Personal Property	\$ 39,097,600.00	
	Valuation: Real Estate	280,021,900.00	
	Total	\$319,119,500.00	
	1971 Tax Rate	\$132.40	
	Personal Property Tax		\$ 5,176,522.40
	Real Estate Tax		37,074,899.56
	TOTAL TAXES LEVIED ON PROPERTY		\$42,251,421.96

In Memoriam

The following employees and former employees of the City of Cambridge died during 1971:

CIVIL DEFENSE
Mary Z. Draper

FIRE
George Carvalho
Francis W. Dilworth
John T. Maloney
Alexander G. McKee

HOSPITAL
Helen C. Harrington
Edith Inman
Emily Seskauskas

HOUSING
Dominic Molinari

INFIRMARY
John Relahan
Catherine Reyno

PUBLIC WORKS
Patrick J. Byrne
Marius S. Colblyn
Joseph Crowley
John J. Davidson
Daniel P. Dooley
Lawrence Kenney
Walter Leonard
Niles C. Libby
Paul J. Monahan
Michael Normile
John J. O'Toole
Peter Toscano
Michael H. Scannell
Harold Withington

SCHOOL
Amy A. Arnold
Josephine Beck
Vincent P. Burke
Margaret Callahan
Ellen W. Connell
Alice G. Dacey
Miriam Donald
William P. Fahey
Walter Feeney
Margaret Fitzgerald
Michael Flannery
Francis J. Gallagher
Kenneth W. Goepper
Mary Keohane
Dora Leadbetter
John P. McHugh
Edward J. O'Connell
Marion C. O'Reilly
Philomena M. Quinn
Margaret F. Walsh
TRAFFIC AND PARKING
Leo C. Selfridge
TREASURY
Florence C. Daly

Cambridge Balance Sheet — December 31, 1971

ASSETS		LIABILITIES AND RESERVES		INCOME TRUST FUNDS	
CASH	\$2,714,399.33	REAL ESTATE TAXES	\$ 26,913.70	SCHOOL—WELFARE—LIBRARY	12,962.96
PETTY CASH	668.00				
ACCOUNTS RECEIVABLE		Unapportioned Sidewalk — to be refunded	175.05	Sanders Temperance Fund	6,450.00
TAXES		Sidewalk Assessment Added to Taxes — 1965	45.83	Federal School Lunch Program	212,123.45
REAL ESTATE	2,044,723.14	Sidewalk Assessment Added to Taxes — 1968	238.46	School Athletic Fund	33,628.15
PERSONAL PROPERTY	126,922.09	Comm. Int., Sidewalk Added 1968	3.08	Health Community Research	166.18
ASSESSMENTS	3,995.04	Comm. Int., Sidewalk Added 1971	2.98	Reimbursement Capital Improvements	134,240.00
MOTOR VEHICLE EXCISE TAXES	1,016,095.44			Perpetual Care Deposits	8,425.00
				Recoveries	43,972.60
Tax Titles	420,820.83			State Grant—Aid for Free Public Libraries	2,201.84
Tax Possessions	8,221.87			State Grant—Dept. Youth Services—Delinquency Prevention	85,733.00
	429,042.70		465.40		
DEPARTMENTAL		MOTOR VEHICLE EXCISE TAXES	219.71	STATE ASSESSMENTS—OVERESTIMATES	38,409.37
Treasury	8,208.32	Accounts Rec.—Aid to Families with Dep. Children	35.00	REVENUE RESERVED FOR APPROPRIATION	774,726.09
Inspector of Buildings	1,200.00	County Tax	67,751.49	REVENUE RESERVED UNTIL COLLECTED	2,260,911.36
Pole & Conduit Commission	298.00	Appropriation Balances	3,055,895.72	Premiums—General Loans	36,260.72
Public Works	1,287.00			Overlay 1960—Reserved for Abatement	.20
Cambridge Hospital	456,197.98	GUARANTEE DEPOSITS	100,533.05	Overlay Surplus	1,519.08
Medical Assistance	133,045.83	AGENCY:		Reserve for Petty Cash	668.00
Veterans' Benefits	206,641.83	City Clerk—Dog Licenses	65.35	Surplus Revenue	592,864.39
School	5,612.50	City Clerk—Sporting Licenses	355.50		7,971,098.30
	812,491.46	Treasurer—Dog Officer	6.00		
County Hospital Assessment	.01	Constable Fees	1,078.13	WATER DEPARTMENT	
STATE ASSESSMENTS—UNDERESTIMATES		Savings Bond Deductions	255.55	Appropriation Balances	396,757.46
Metro Area Planning Council	72.91	Withholding Tax—Federal	291,267.44	Collections in Advance of Commitment—Annual Rates	6,143.00
OVERLAY DEFICITS	822,688.18	Withholding Tax—State	78,103.01	Water Liens Added to Taxes	65.44
	7,971,098.30	Unidentified Receipts	4,748.45	Guarantee Deposits—Water	180,504.07
WATER DEPARTMENT		Teachers' Retirement System	21.25	Revenue Reserved until Collected	518,934.22
Cash	1,208,806.30	Sheltered Annuities (Teachers')	7,572.50	Surplus Revenue, Reserved for Appropriations	300,000.00
Accounts Receivable	525,045.46	Continental Casualty Co.	7,392.72	Surplus Reserved for Non-Water Purposes	331,447.57
	1,733,851.76	Boston Mutual Life Ins. Co.	2,644.04		1,733,851.76
NON REVENUE ACCOUNTS—CITY		Aetna Life Ins. Co.	473.00		
Cash	1,388,250.69	Mass. Blue Cross-Blue Shield	5,310.19	NON REVENUE ACCOUNTS—CITY	
Non-Revenue Cash-Investments	2,373,617.78	Medicare	3,248.41	Appropriation Balances	3,698,343.43
Accounts Receivable:		State Aid to Regional Schools	3,490.00	Reserve For State & County Aid to Highways	230,028.92
State & County Aid to Highways (Chap 90 Const)	38,009.02	Restitution Collected for Camb. Housing Tenant Senate	127.00	Federally Aided Public Works	
(Chap 519—Acts 1967 & Chap 90 Sec 33B)		C.R. Authority-Rent Collections	810.00	Revenue	3,302.00
State	192,019.90	Tailings	13,650.60	Loans Unissued	583,333.00
Fed. Aided Public Works Project	2,622.00	Gifts & Bequests	2,581.00	Sidewalk Const. Revenue, Reserved for Appropriation	1,991.54
Loans Authorized	583,333.00	Smith Hughes Fund	14,545.42	Fed. Grant—Civil Defense Agency Emergency Operating Center at City Hospital	60,853.50
	4,577,852.39	Hopkins Fund	2,683.89		4,577,852.39
WATER		Kinnear Fund	6,960.96		
Cash	48,430.52	Bullock Fund	24,246.32		
		Futterman Fund	130.79		
		Cambridge Plant & Garden Fund	684.55		
		Mass. Society of the Cincinnati Fund	705.28		
		Melville Shoe Corp. Fund	500.00		
		Thomas McAnn Fund	363.49		